

## **Evaluation Abstract**

### **Title, author and date of the evaluation report:**

Strategic Review of the IUCN Centre for Mediterranean Cooperation, Final Report, prepared by Marie-Helene Adrien, Nancy MacPherson, and Meg Gawler, November 2004

### **Name of project, programme or organizational unit:**

IUCN Centre for Mediterranean Cooperation (CMC)

### **Objectives of the project, programme or mandate of the organizational unit:**

#### General objective:

To identify and engage the capacities of the Members, Commission and the IUCN Secretariat, in order that IUCN can provide value added to the conservation of nature and sustainable development in the Mediterranean eco-region.

#### Specific objectives:

- Strengthening the involvement of IUCN Mediterranean membership;
- Reinforcing the Barcelona Convention and other regional agreements;
- Promoting common action between Members, Commissions and the Secretariat; and
- Complementing and adding value to regional activities.

**IUCN area of specialisation:** N/A

**Geographical area:** All states bordering the Mediterranean Sea + Andorra, Palestine, Jordan, Portugal and Macedonia

**Project or programme duration, length of existence of organisational unit:** 2001 – to date

**Overall budget of the project, programme or organizational unit:** Not specified

**Donor(s):** Core funding from the Government of Spain and the regional Government of Andalucia. Project level support from the Swiss Agency for Development Cooperation (SDC), the Italian Ministries of Environment and Foreign Affairs; UNESCO, the British Government, the Netherlands Government; the Spanish International Cooperation Agency, European Commission and the Total Foundation.

### **Objectives of the evaluation:**

To assess progress in establishing the IUCN Mediterranean Programme and make recommendations as to the Programme's future strategic direction and CMC's management and organizational development.

**Type of evaluation:** Organisational; Programme

**Period covered by the evaluation:** 2001 – 2004

**Commissioned by:** IUCN Director of Global Programme

**Audience:** IUCN CMC staff; IUCN/HQ senior management

**Evaluation team:** Mixed (Internal/External)

**Methodology used:**

The Review was informed by an Organisational Performance Review of the IUCN CMC conducted by Universal Management Group and a Thematic Programme Review conducted by the IUCN M&E Unit with the participation of the heads of the Global Thematic Programmes and the CMC thematic staff. Primary data was collected using a combination of qualitative and quantitative techniques including document review, interviews, on-site visits, three distinct questionnaire surveys of IUCN Members, IUCN Regional Directors and Programme Coordinators, and CMC staff. In addition, interviews were held with thematic experts. A peer review sessions was also held with the Heads of IUCN global thematic programmes to review the data analysis and make recommendations for the future development of the CMC Programme.

**Questions of the evaluation:**

1. Assess the relevance of the Mediterranean Programme to the IUCN Members, partners and donors;
2. Evaluate the strategic positioning of the Mediterranean Programme in relation to the major issues and trends and other actors in the region;
3. Assess the effectiveness of thematic work (including quality of work, innovation, leading edge conservation ,and the strategy of IUCN – knowledge, empowerment, governance (KEG));
4. Identify major gaps and suggest future directions for Programme development and the implications for programme management and delivery;
5. Assess the effectiveness of strategic management, leadership and organizational development;
6. Assess the financial viability of the Programme;
7. Make recommendations for the future development, leadership, management and funding of the Mediterranean Programme.

**Findings:**

- Relevance: Overall CMC is considered very relevant to IUCN Members, donors and to the IUCN programme managers surveyed. It is valued by its core donors and there is significant support for it to develop its convening role in its next development stage.
- Effectiveness: The Center has generally accomplished a significant amount since its inception, and is considered to be a leader in conservation in the eco-region. Members have expressed considerable satisfaction with CMC's responsiveness to members' ideas. It has, however, been less successful at creating cross linkages between and among its thematic programme areas.
- Efficiency: Overall, CMC uses its people and resources efficiently, and can support a larger portfolio of projects and programmes in the future. Lack of space and inefficient use of infrastructure was noted as problems by staff.
- Financial Viability: There is no immediate concern in the medium term. CMC's major donors have demonstrated their support for the Centre, and there is evidence CMC has begun a positive strategy to diversify its funding base.
- Thematic Programme Findings and Conclusions:
  - The CMC Programme is considered relevant and responding to the key conservation issues and trends of the Mediterranean eco-region. There is less evidence on how the Centre addresses key sustainable development issues, particularly the social and economic dimensions of development.
  - A clear rationale exists for the thematic areas developed to date (Forest, Marine, Species, Protected Areas and Water and Wetlands).
  - CMC has a strong mandate from Members, partners and experts to further develop its Programme.
  - The Programme is considered effective, and CMC is seen as a credible partner.
  - CMC's capacity to deliver in some thematic areas is low or limited.
  - The challenges of building and managing a balanced, representative program for the Mediterranean eco-region may perhaps be greater than initially anticipated.

- **Areas of Concern:** The CMC Programme needs more capacity and resources to follow-up effectively on key activities and to engage fully in the priorities of the region. Expectations are high and the Centre faces the challenge of scaling up the successful efforts of the start-up phase. This cannot be done without more capacity and resources. Internal management systems have improved but more needs to be done to support the development of good management and human resources systems.

**Recommendations:**

1. Develop a strategy for the next five years to address appropriate ways to scale up the delivery and reach of the Mediterranean Programme, including a corresponding business model.
2. Work with senior human resources specialists to improve human resources management and organizational administration.
3. Strengthen monitoring and evaluation, with specific attention to safeguarding the quality of products and services.
4. Clarify and implement appropriate options and roles for involvement of IUCN Members and Commissions in Programme implementation.
5. Develop enhanced approaches to communications with Members, partners and Commissions.
6. The IUCN Director General and Director Global Programme should take immediate steps to address current tensions between WESCANA, Europe and the CMC.
7. The IUCN Director General and Director Global Programme should carefully review the lessons learned from implementation of the current CMC model before engaging in similar arrangements in other regions.

**Lessons Learned:** Not specified

**Language of the evaluation:** English

**Available from:** IUCN Centre for Mediterranean Cooperation, Malaga, Spain; IUCN Global Monitoring and Evaluation Initiative, Gland, Switzerland